

OFFICIAL CITY COUNCIL AGENDA



Wednesday, April 28, 2004

7:00 PM

City Administrative Offices

17801 NW 2nd Avenue, Suite 201

Miami Gardens, Florida 33169



CITY OF MIAMI GARDENS CITY COUNCIL MEETING AGENDA

Meeting date: April 28, 2004
Administrative Offices, Suite 201
17801 NW 2nd Avenue, Miami Gardens, Florida
Next Regular Meeting Date: May 12, 2004 Phone:
(305) 653-3944 Fax: (305) 653-3955
Website: www.miamigardens-fl.gov
Time: 7:00 p.m.

Mayor Shirley Gibson
Vice Mayor Aaron Campbell
Councilman Melvin L. Bratton
Councilman Oscar Braynon, II
Councilwoman Audrey J. King
Councilwoman Sharon Pritchett
Councilwoman Barbara Watson
City Manager Danny O. Crew
City Attorney Sonja Knighton
City Clerk Ronetta Taylor

City of Miami Gardens Ordinance No. 2004-02-18 requires all lobbyists before engaging in any lobbying activities to register with the City Clerk and pay an annual fee of \$250.00. This applies to all persons who are retained (whether paid or not) to represent a business entity or organization to influence "City" action. "City" action is broadly described to include the ranking and selection of professional consultants, and virtually all-legislative, quasi-judicial and administrative action. All not-for-profit organizations, local chamber and merchant groups, homeowner associations, or trade associations and unions must also register however an annual fee is not required.

- 1. CALL TO ORDER/ROLL CALL OF MEMBERS:**
- 2. INVOCATION:**
- 3. PLEDGE OF ALLEGIANCE:**
- 4. APPROVAL OF MINUTES:**
 - 4A) Approve Minutes of City Council Meeting of:**
Regular Council Meeting - April 14, 2004
- 5. AGENDA/ORDER OF BUSINESS (ADDITIONS/DELETIONS/**

AMENDMENTS):

6. SPECIAL PRESENTATION(S):

6A) Miami-Dade County Fire Department

6B) Budget Workshop Discussion

7. ORDINANCE(S) FOR FIRST READING:

There are none

8. ORDINANCE(S) FOR SECOND READING (PUBLIC HEARINGS):

8A) AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MIAMI GARDENS, FLORIDA, AUTHORIZING THE IMPOSITION OF LIEN SEARCH FEES; PROVIDING A SEVERABILITY CLAUSE; PROVIDING FOR INCLUSION IN CODE; PROVIDING AN EFFECTIVE DATE. (SPONSORED BY THE CITY MANAGER) (1st Reading – April 14, 2004)

8B) AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MIAMI GARDENS, FLORIDA, AMENDING ORDINANCE NO. 2003-5; AMENDING THE CITY'S BUDGET FOR 2003-2004 FISCAL YEAR; ADOPTING REVISED BUDGET ESTIMATES; AUTHORIZING THE CITY MANAGER TO MAKE CERTAIN ADJUSTMENTS; AUTHORIZING THE CITY MANAGER TO TAKE ALL ACTIONS NECESSARY TO IMPLEMENT THE TERMS AND CONDITIONS OF THIS ORDINANCE; PROVIDING A SEVERABILITY CLAUSE; PROVIDING FOR INCLUSION IN CODE; PROVIDING AN EFFECTIVE DATE. (SPONSORED BY THE CITY MANAGER) (1st Reading – April 14, 2004) (1st Reading – April 14, 2004)

9. PUBLIC COMMENT – 10 MINUTES

10. RESOLUTIONS:

11. REPORT OF THE CITY ATTORNEY

12. REPORTS OF CITY MANAGER

12A) Christopher Steers, Assistant to the City Manager Monthly Status Report

13. REPORTS OF MAYOR AND COUNCIL MEMBERS

12A) GENERAL REPORTS FROM MAYOR AND COUNCIL MEMBERS

14. REQUESTS, PETITIONS & OTHER COMMUNICATIONS FROM THE PUBLIC:

14A) PUBLIC COMMENTS – 20 MINUTES

15. SPECIAL PRESENTATION(S)

16. ADJOURNMENT:

IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT OF 1990, ALL PERSONS WHO ARE DISABLED AND WHO NEED SPECIAL ACCOMMODATIONS TO PARTICIPATE IN THIS MEETING BECAUSE OF THAT DISABILITY SHOULD CONTACT WILLIAM GREEN (305) 653-3944, NOT LATER THAN 48 HOURS PRIOR TO SUCH PROCEEDING.

ANYONE WISHING TO OBTAIN A COPY OF ANY AGENDA ITEM MAY CONTACT WILLIAM GREEN (305) 653-3944.

ANYONE WISHING TO APPEAL ANY DECISION MADE BY THE CITY OF MIAMI GARDENS WITH RESPECT TO ANY MATTER CONSIDERED AT SUCH MEETING OR HEARING WILL NEED A RECORD OF THE PROCEEDINGS AND, FOR SUCH PURPOSE, MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE, WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

Please turn-off all beepers and cellular telephones to avoid interrupting the council meeting.

CITY OF MIAMI GARDENS

CITY COUNCIL MINUTES

April 14, 2004

1. CALL TO ORDER/ROLL CALL OF MEMBERS:

The City Council of the City of Miami Gardens, Florida, met in regular session on Wednesday, April 14, 2004, beginning at 7:25 p.m., in Suite 201 of the Administrative Offices, 17801 NW 2nd Avenue, Miami Gardens, Florida.

The following members of the City Council were present: Vice Mayor Aaron Campbell and Council members Audrey J. King, Barbara Watson, Melvin L. Bratton, Sharon Pritchett and Oscar Braynon, II. Mayor Gibson was not present due to a delayed flight.

Also in attendance were: City Manager Dr. Danny O. Crew, Assistant City Manager Horace A. McHugh, City Attorney Sonja K. Knighton and City Clerk Ronetta Taylor.

2. INVOCATION:

The Invocation was delivered by the Reverend Dr. Willie Golden.

3. PLEDGE OF ALLEGIANCE:

The Pledge of Allegiance was recited in unison.

4. APPROVAL OF MINUTES:

4A) Approve Minutes of City Council Meeting of:

Regular Council Meeting - March 24, 2004

Moved by Councilman Braynon, seconded by Councilwoman Pritchett to approve the minutes with the following additions/deletions/corrections: Page 5, line 1, insert the word "that" after the word "City"; line 3, the word "representative" should be plural by adding an "s" at the end of the word; line 5 insert the word "that" after the word "indicate"; line 7 insert the word "information" after the word "forthcoming"; line 9, change the word "judicially" to "judiciously"; and line 21, delete the word "elderly." The motion **passed and carried by a 6-0 vote.**

5. AGENDA/ORDER OF BUSINESS (ADDITIONS/DELETIONS/AMENDMENTS):

Manager Crew requested to have the official agenda amended to include the following item "AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MIAMI GARDENS, FLORIDA, AMENDING ORDINANCE NO. 2003-5; AMENDING THE CITY'S BUDGET FOR 2003-04 FISCAL YEAR; ADOPTING REVISED BUDGET ESTIMATES; AUTHORIZING THE CITY MANAGER TO MAKE CERTAIN ADJUSTMENTS; AUTHORIZING THE CITY MANAGER

1 TO TAKE ALL ACTIONS NECESSARY TO IMPLEMENT THE TERMS AND CONDITIONS
2 OF THIS ORDINANCE”.

3
4 Vice Mayor Campbell further amended the Agenda by adding Major Marshall's monthly
5 report under Presentations.

6
7 There being no further discussion, it was moved by Councilwoman Watson, seconded by
8 Councilman Bratton to amend the official agenda. This motion **passed and carried by a 6-0 vote.**

9
10 **6. SPECIAL PRESENTATION(S):**

11 Major Marshall, District Commander for the Carol City District/Miami Gardens District
12 Police Department appeared before the City Council to report that crime continues to decline in the
13 City. Overall crime is down eight percent across the board. Compared to last year, sexual battery is
14 down 63%, which is a significant number being that there is a North Dade serial rapist out there.
15 Residential and commercial burglaries are down 19%. There is however a slight increase in
16 robberies (February through March up by 9%).

17
18 Major Marshall related that a formal request has been made to the Police Administrative
19 Bureau requesting that a monthly report on Specialized Services be provided to the City of Miami
20 Gardens; that report will be forthcoming. He referenced the Alarm Registration data base and the
21 numerous discussions had regarding whether the City of Miami Gardens should be charged for this
22 data base. He conveyed Director Parker's concurrence that the City of Miami Gardens should not
23 have to pay Miami-Dade County Police Department for this information. He further related that
24 Director Parker has authorized the information extracted from the data base. The Miami-Dade
25 County Police Department is now in the process of rewriting the program so that the information can
26 be extracted and provide to the City of Miami Gardens at no charge.

27
28 Councilwoman King provided Major Marshall with a copy of an email from a constituent
29 residing in Seat 3. The email in essence is a complaint about the neighbors in this area being
30 verbally abused and the activities occurring there were not conducive to the quality of life for this
31 particular neighborhood.

32
33 Major Marshall related that Captain Rifkin is already working on this issue.

34
35 Captain Rifkin appeared before the City Council and shared that he too had received a copy
36 of this email and has already forwarded it to the Investigation Unit Lieutenant.

37
38 Councilwoman King related that she's received a complaint from another resident in the
39 Scott Park area about park patrons parking their vehicles in such a way as to block the driveways of
40 residents. The complaint further expressed concern with the amount of beer bottles and trash being
41 left after the organized activities.

42
43 Major Marshall said that on-duty police officers are monitoring the activities at all City parks.
44

1 Mr. Green, Assistant to the City Manager appeared before the City Council to further
2 expound on the park situation. He related that he'd visited the park on this past weekend and did not
3 witness anything out of the ordinary.

4
5 Manager Crew suggested having this resident speak with Mr. Green, as well as having all
6 park complaints forwarded to him.

7
8 Vice Mayor Campbell thanked Major Marshall for the accomplishments the Carol City
9 District/Miami Gardens Police Department has been able to obtain for the City of Miami Gardens,
10 under his leadership.

11
12 Major Marshall accredits this accomplishment to the fact there is more police presence on the
13 streets. The police department now only patrols as far south to 151st Street instead of 103rd Street.
14 Therefore, the police officers are able to make the loop much quicker, resulting in more uniform
15 police presence, and a quicker response time.

16
17 Councilwoman Watson asked how is the City looking overall as compared to Miami-Dade
18 County's statistics.

19
20 Major Marshall shared that the Northside Station is having an outstanding year. The City of
21 Miami Gardens is next following Northside in terms of Miami-Dade County's statistics. He further
22 shared that the Carol City District/Miami Gardens Police department is doing an excellent job with
23 its budget, and present is operating under budget (the budget the city adopted).

24
25 Councilwoman King asked that a congratulatory letter of support be written to Major
26 Marshall and the Carol City District/Miami Gardens Police Department, on behalf of the City of
27 Miami Gardens.

28
29 Vice Mayor Campbell related that one has to be careful about making comparisons with other
30 districts in Miami-Dade County because not all conditions are the same.

31
32 **7. ORDINANCES FOR FIRST READING:**

33 **7A AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MIAMI**
34 **GARDENS, FLORIDA, AUTHORIZING THE IMPOSITION OF LIEN**
35 **SEARCH FEES; PROVIDING A SEVERABILITY CLAUSE; PROVIDING**
36 **FOR INCLUSION IN CODE; PROVIDING AN EFFECTIVE DATE.**
37 **(SPONSORED BY THE CITY MANAGER)**
38

39 Manager Crew indicated that this was a house keeping ordinance. The City has as yet, no
40 liens to search. However this is a provision that should be on the books in preparation for this in-
41 house function.

42
43 Moved by Councilman Braynon, seconded by Councilwoman Watson to approve this item on
44 first reading, with second reading and public hearing scheduled for April 28, 2004.

1
2 There being no further discussion, the motion **passed and carried by a 6-0 vote.**
3

4 Councilman Bratton: Yes
5 Councilman Braynon: Yes
6 Councilwoman King: Yes
7 Councilwoman Pritchett: Yes
8 Councilwoman Watson: Yes
9 Vice Mayor Campbell: Yes
10 Mayor Gibson: Out of town
11

12 **7B AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MIAMI**
13 **GARDENS, FLORIDA, AMENDING ORDINANCE NO. 2003-5; AMENDING**
14 **THE CITY'S BUDGET FOR 2003-04 FISCAL YEAR; ADOPTING REVISED**
15 **BUDGET ESTIMATES; AUTHORIZING THE CITY MANAGER TO MAKE**
16 **CERTAIN ADJUSTMENTS; AUTHORIZING THE CITY MANAGER TO**
17 **TAKE ALL ACTIONS NECESSARY TO IMPLEMENT THE TERMS AND**
18 **CONDITIONS OF THIS ORDINANCE; PROVIDING FOR DIRECTIONS;**
19 **PROVIDING A SEVERABILITY CLAUSE; PROVIDING FOR INCLUSION**
20 **IN CODE; PROVIDING AN EFFECTIVE DATE. (SPONSORED BY THE**
21 **CITY MANAGER)**
22

23 Manager Crew explained that the City adopted its FY 2003/04 last September. Then Interim
24 City Manager Curry came back to the Council advising that she'd received revised estimates from
25 Miami-Dade County. A workshop was held during the month of October 2003 in regard to this
26 issue. At that time, the budget was adjusted and a lot of changes were made however, that revised
27 budget was never officially adopted. He opined that it is prudent for this Council to go ahead and
28 adopt those changes that were made during the workshop held in October 2003.
29

30 Moved by Councilman Bratton, seconded by Councilman Braynon to approve this item on
31 first reading, with second reading and public hearing scheduled for April 28, 2004.
32

33 There being no further discussion, the motion **passed and carried by a 6-0 vote.**
34

35 Councilman Braynon: Yes
36 Councilwoman King: Yes
37 Councilwoman Pritchett: Yes
38 Councilwoman Watson: Yes
39 Councilman Bratton: Yes
40 Vice Mayor Campbell: Yes
41 Mayor Gibson: Out of town
42

43 **8. ORDINANCES FOR SECOND READING (PUBLIC HEARINGS):**
44 **None**

1
2 **9. PUBLIC COMMENT – 10 MINUTES**
3

4 Mr. Lemuel Wims, residing at 19675 NW 32nd Court, Miami Gardens, appeared before the
5 City Council and referenced the Robert's Rules of Order as it related to Council members making
6 comments when an item has been moved and seconded and the vote called. He encouraged the
7 Council members to continue with the process of explaining they why were voting a certain way.
8

9 A discussion ensued as to whether there was a prohibition against making comments after it
10 has been motioned, seconded and appropriate discussion held on an item. Attorney Knighton
11 indicated that there is no legal prohibition against making comments after it has been motioned,
12 seconded and the vote called.
13

14 **10. RESOLUTIONS:**
15

16 **RESOLUTION NO. 2004-54-105**

17 **10A) A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MIAMI**
18 **GARDENS, FLORIDA, APPROVING A WAIVER OF PLAT REQUIREMENT**
19 **FOR PROPERTY GENERALLY LOCATED AT NORTHWEST 161ST**
20 **STREET AND NORTHWEST 42ND AVENUE; PROVIDING FOR THE**
21 **ADOPTION OF REPRESENTATIONS; PROVIDING AN EFFECTIVE DATE.**
22 **(SPONSORED BY THE CITY MANAGER)**
23

24 Manager Crew explained that this is a waiver of plat resolution, which is a standard
25 administrative practice.
26

27 Moved by Councilman Braynon, seconded by Councilwoman King to approve this item.
28

29 At the conclusion of the discussion, this motion **passed and carried by a 6-0 vote.**
30

31 Councilwoman King:	Yes
32 Councilwoman Pritchett:	Yes
33 Councilwoman Watson:	Yes
34 Councilman Bratton:	Yes
35 Councilman Braynon:	Yes
36 Vice Mayor Campbell:	Yes
37 Mayor Gibson:	Out of town

38

39 **RESOLUTION NO. 2004-55-106**

40 **10B) A RESOLUTION OF THE CITY OF MIAMI GARDENS, AUTHORIZING**
41 **MIAMI-DADE COUNTY TO REVOKE THE CERTIFICATE OF USE AND**
42 **OCCUPANCY ISSUED TO B & M BROTHERS RESTAURANT LOCATED**
43 **AT 2732 N.W. 183RD STREET IN MIAMI GARDENS, FLORIDA;**
44 **PROVIDING FOR THE ADOPTION OF REPRESENTATIONS; PROVIDING**

1 **AN EFFECTIVE DATE. (SPONSORED BY THE CITY ATTORNEY)**

2
3 Attorney Knighton explained that this matter came to her from Miami-Dade County as an issue,
4 whether or not the Certificate of Use and Occupancy was issued properly. Miami-Dade County has
5 made a determination that it was not. However, Miami-Dade County is reluctant to revoke the
6 Certificate of Use and Occupancy without the City Council's approval.
7

8 Mr. James Byers from Miami-Dade County Department of Planning and Zoning appeared
9 before the City Council to further expound on this issue. He said the Use is permitted as a restaurant
10 but it should have been established through the building permit process because the property went from
11 a retail store to a restaurant; therefore, the proper permits were never issued. The Building department
12 has not notified the property owner directly, however the tenant, as of this date, has been made fully
13 aware of the circumstances and not complied at all. He reiterated that Miami-Dade County is seeking
14 the authorization to revoke the Certificate of Use and Occupancy when the time comes, being that the
15 property owner has been given due process to comply. If the property owner fails to comply then
16 Miami-Dade County would go ahead and revoke the Certificate of Use and Occupancy.
17

18 Attorney Knighton related that in order for the Council to comply with this request, an
19 amendment to the resolution stating the City gives authority to Miami-Dade County to revoke the
20 Certificate of Use and Occupancy subject to the property owner being given due process must be made.
21

22 Manager Crew pointed out that the propane system installed at this location failed its
23 inspection. This is a hazardous condition to have in a restaurant.
24

25 Councilwoman Watson asked if Miami-Dade County would be reporting back to the City
26 Council on the outcome of this situation.
27

28 Mr. Byer related that he would advise the City Manager as to the outcome of this situation.
29

30 Moved by Councilwoman Watson, seconded by Councilman Braynon to amend the resolution
31 with the following language: "Miami-Dade County is hereby authorized to revoke the Certificate of
32 Use and Occupancy for the property located at 2732 NW 183rd Street, operating as B & M Brothers as
33 of April 27th, unless there is compliance or unless the County deems otherwise."
34

35 There being no further discussion, the motion to amend **passed and carried by a 6-0 vote.**
36

37 Councilwoman King:	Yes
38 Councilwoman Pritchett:	Yes
39 Councilwoman Watson:	Yes
40 Councilman Bratton:	Yes
41 Councilman Braynon:	Yes
42 Vice Mayor Campbell:	Yes
43 Mayor Gibson:	Out of town

44

Councilman Bratton asked if the affected parties were notified of tonight's meeting.

Mr. Frankie Rutherford the restaurant owner of B & M Brothers, residing at 18200 NW 4th Avenue, Miami Gardens, was afforded an opportunity for comments. He said that the restaurant facility was already in existence prior to his leasing the property. He related that he'd been told by the contractor that had installed the propane gas stove that all the proper permits were taken care of.

Councilwoman King emphasized the importance of Mr. Rutherford getting this situation resolved due to the safety issue involved.

Councilwoman Pritchett related that she wanted Mr. Rutherford to understand that this situation must be satisfied through the Miami-Dade County and their Building and Zoning Department and not the City of Miami Gardens.

Mr. Rutherford shared that he'd gone to Miami-Dade County previously. He related that he'd just received this information approximately two days prior, and had called the telephone number provided however he was not able to reach anyone.

Mr. Freddie Valderada, a representative from the Miami-Dade County Building department appeared before the City Council and related that this gas problem started three years ago. The last inspection was done on December 2, 2002. He said that each time this property has come up for inspection, it has failed the inspection.

At the conclusion of the discussion, it was moved by Councilman Braynon, seconded by Councilwoman Watson to approve this item as amended. The motion **passed and carried by a 5-1 vote.**

Councilwoman King:	Yes
Councilwoman Pritchett:	Yes
Councilwoman Watson:	Yes
Councilman Bratton:	No
Councilman Braynon:	Yes
Vice Mayor Campbell:	Yes
Mayor Gibson:	Out of town

RESOLUTION NO. 2004-56-107

10C) A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MIAMI GARDENS, FLORIDA, AWARDING A BID TO BENCH ADS MANAGEMENT OF SOUTH FLORIDA, INC., TO PROVIDE BUS BENCHES AND TO ADVERTISE ON THE SAME; AUTHORIZING THE CITY MANAGER TO TAKE ALL NECESSARY STEPS TO EFFECTUATE AN AGREEMENT WITH BUS BENCH ADS MANAGEMENT OF SOUTH FLORIDA, INC.; PROVIDING FOR THE ADOPTION OF REPRESENTATIONS; PROVIDING AN EFFECTIVE DATE. (SPONSORED BY THE CITY MANAGER)

1
2 Manager Crew said that this issue came up a couple of months prior and at that time staff was
3 directed to take the matter out for the bid process. There were three bids submitted. Subsequent to
4 the bid opening a phone call was received from Martin Outdoor Media indicating that they'd made a
5 mistake on the calculation and wanted to resubmit their proposal. Administration advised that this
6 request was not possible. Administration recommended awarding the bid to Bus Bench Ads
7 Management.

8
9 Mr. Scott Martin, with offices at 19501 NE 10th Avenue, Suite H, North Miami Beach, was
10 provided an opportunity for comments. He asked for clarification as to whether Bus Bench Ads
11 Management would be paying the City of Miami \$75,000 per year.

12
13 Manager Crew said this is correct.

14
15 Mr. Martin wished the City well with this contract.

16
17 Attorney Robert Holland, representing Bus Bench Ads Management was afforded an
18 opportunity for comments. He said that he did not have any comments at this time in regards to this
19 particular item. He further shared that he would be helping Mr. Rutherford free of charge, in
20 resolving his issues.

21
22 Councilwoman Pritchett referenced page 1, line 20 of the resolution and indicated that a
23 correction should be made for continuity purposes (e.g. Bench Ads)

24
25 Attorney Knighton indicated that she would make the correction as a scrivener's error.

26
27 At the conclusion of this discussion, it was moved by Councilman Bratton, seconded by
28 Councilwoman Watson to approve this item. This motion **passed and carried by a 6-0 vote.**

29
30 Councilwoman Pritchett: Yes
31 Councilwoman Watson: Yes
32 Councilman Bratton: Yes
33 Councilman Braynon: Yes
34 Councilwoman King: Yes
35 Vice Mayor Campbell: Yes
36 Mayor Gibson: Out of town
37

38 **11. REPORT OF THE CITY ATTORNEY**

39 No Report
40

41 **12. REPORTS OF CITY MANAGER**

42 No Report
43

44 **13. REPORTS OF MAYOR AND COUNCIL MEMBERS**

8 Attorney Knighton opined that it was easier to do it this way, so the citizens will know when
9 they fill out the yellow speaker's card for comments.
10

11 Councilwoman King emphasized the importance of patronizing the businesses within the
12 City of Miami Gardens and shared that she has taken Commissioner Watson's initiative to heart.
13 She encouraged everyone to utilize the services of merchants located within the City of Miami
14 Gardens whenever possible.
15

16 **14. REQUESTS, PETITIONS & OTHER COMMUNICATIONS FROM**
17 **THE PUBLIC:**
18

19 **14A) PUBLIC COMMENTS – 20 MINUTES**
20 No Report
21

22 **15. SPECIAL PRESENTATION(S)**
23 None
24

25 **16. ADJOURNMENT:**

26 There being no further business to come before this Body, and after being properly moved
27 Councilman Braynon, and seconded by Councilman Bratton, the meeting adjourned at 8:48 p.m.
28
29
30

31 _____
32 Shirley Gibson, Mayor

33 Attest:
34
35
36

37 _____
38 Ronetta Taylor, CMC
39 City Clerk

Budgeting 101

(Everything you never wanted to know about budgeting and finance, but were afraid I would tell you)

1. What is a Budget

In the simplest terms, a budget is a forecast of revenues and expenditures. This is true whether it is your home budget or the City's budget. It is a forecast because budgets are usually created or adopted in advance of the receipt of actual revenues or actual expenditures. A budget is also a plan. It is the financing plan for what the city wants to accomplish during the coming year(s).

State law requires that every city adopt a budget for its anticipated revenues and proposed expenditures for the forthcoming year (October 1-September 30). This is done during the months preceding the October 1st date. To create a budget, considerable guess work is involved. While that sounds strange, it is accurate, though in budgeting we call it estimating. To create a budget, it is necessary to estimate what revenues will be coming to the City over the next year, and at what levels. The same is true for expenditures. Because we are trying to anticipate the future, it cannot be done with certainty. Experience, past trends, and known future events all have to be taken into consideration when putting a budget together. The fact is though; none of us can foresee a year in the future. This is why a budget requires contingencies, reserves and flexibility. This is why we call a budget a financial plan, and not financial bible. Things will change over the course of a year and a good budget can and must change and adapt.

2. BUDGET TERMINOLOGY

A. FUND ACCOUNTING

Government accounting is somewhat different than private or personal accounting. We operate under a system called fund accounting. In its most simple terms, we operate like a number of mini-businesses, each called a 'fund.' These legal entities usually operate at arms length with each other and carry on business through formal relationships. For example, if the "Transportation Fund" needs help in hiring a new employee, it has to pay the "General Fund" for this service. Certain revenues that go into a particular fund cannot by law, go to any other fund, etc. Most cities have numerous funds. It is not unusual to have 10 to 20 independent funds established to account for certain activities. In Miami Gardens, we will probably have 3 or 4 initially:

- (1) General Fund – All purpose fund to account for most activities of general government: Police, Planning, Zoning, Code Enforcement, Parks & Recreation, Administration, Finance, etc.
- (2) Transportation Fund – Fund to account for those revenues and expenditures that are legally or otherwise designated for transportation purposes (35% of the City's State revenue Sharing, ½-cent transportation tax which we do not yet receive), Local Option Gas Tax).
- (3) Capital Projects Fund (C.I.P.) – A Capital Projects Fund is created to handle multi-year projects. By using a Capital Projects Fund, it is not necessary to re-budget the monies from one year to another. Once a project is approved and funded, it can continue until complete, even if it takes several years.
- (4) Storm Water Utility Fund – This is a fund created to account for the storm water utility tax revenue from residents and for the related expenditures. Currently, Miami-Dade County administers this fund for the City. All revenues collected from our residents are accounted for in the Fund and carry over from year to year.
- (5) Internal Service Funds – Internal Service Funds are created as a housekeeping mechanism to pay for certain items that service other City departments. One common internal service fund is a Vehicle and Equipment Fund. All large vehicles and high value equipment are bought by this fund then “rented” to the operating departments. This provides clarity and focus for big ticket items and makes acquisition of such easier. [See Equipment financing]

B. APPROPRIATION

Appropriation is the Act of moving money from a reserve or an “anticipated” status to an expenditure status. A budget is the document into which money is appropriated. Cities generally have two types of monies which they can use to appropriate for expenditures; 1) Reserves, or in-house “fund balance” not designated to a specific expenditure or purpose, and 2) anticipated revenues or monies the City believes it will receive at some point during the budget period. When preparing a budget, both of these sources can provide needed monies for proposed expenditures.

Budgets are adopted (and monies are appropriated) through a budget ordinance. There are certain time frames and notice requirements to meet in order to adopt a budget ordinance. Once the ordinance becomes effective (October 1st), monies appropriated in this ordinance are

immediately available for spending even though it may be up to 12 months before the actual cash is received by the City. In the budget ordinance, monies are appropriated or allocated at a specific level approved by City Council. Last year, City Council appropriated all revenues in a lump sum. In the FY 04-05 budget ordinance, it is recommended that the City appropriate at the "Fund" level. This will ensure that we do not mix legally designated and restricted revenues in the Transportation Fund with revenues in the General Fund.

FUND BALANCE

The unencumbered fund balance is the amount of cash a City had on September 30th that was free of any obligation. This is sometimes also called the "reserve." A rule of thumb is that a city should have the equivalent of a minimum of two months cash "reserve" for emergencies. This means that the amount should be at least equal to 1/6 of the general fund budget. If for example, the City's General Fund budget is \$30 million, the City's reserve should be at least \$4,600,000. These monies serve a number of critical purposes: First, they act as an emergency fund for any unexpected event. For example, after 9-11, municipal revenues dropped precipitately. Without an adequate reserve, many cities went into a deficit and were forced to curtail services and to lay off personnel. City's that had an adequate reserve still faced shortfalls in revenue, but were able to call on the reserves and plan for a more rational, orderly and less traumatic cutback in services.

A reserve is also crucial during and after natural disasters. Hurricanes, drought and other disasters can have a tremendous effect on municipal budgets. While clean up costs after a major hurricane, for example, are usually reimbursed by the Federal Emergency agency (FEMA), the key word is "reimbursed." A City usually has to pay these expenses up-front. Seldom are there sufficient funds in a budget to cover these types of unexpected costs. A healthy reserve is critical to accomplish the work and continue operations until reimbursement is received (This can easily be several years).

Another important reason for a reserve is cash flow. Cities incur expenditures from the first day of its budget though they may not have received any of the planned revenue for the year. This is especially true of many of its larger revenues such as revenue sharing and especially property taxes, which usually do not begin coming in until December and January. A cash reserve allows the city to utilize the reserve to fund operations until the bulk of the revenue hits the City's books. It does not have any effect on the value or level of the reserve, but only acts as a cash pool for cash flow.

Finally, a reserve is one of the key components used by the New York bond rating agencies to determine a city's overall financial strength. While a reserve alone is not enough for these agencies to grant the City a respectable bond rating, without it, there is little chance of the city entering the broader bond market for its future capital projects. [See "Bonds" below].

D. REVENUES/EXPENDITURE FORECASTING

As indicated above, a budget is a Plan. A budget is also a forecast. The most difficult aspect of budgeting is trying to estimate revenues and expenditures a year in advance. As one knows from their personal experiences and the household budgeting, it is difficult enough trying to estimate expenditures and revenues week to week let alone a year in advance. But that is what we have to do.

Revenues: Revenues are particularly difficult to estimate: Obviously, some more than others. One of the best predictors of next year's revenue is last year's revenue. Unfortunately, with a new City like Miami Gardens, this tool is only of limited value. This is compounded by the fact that Miami-Dade County receives many of our revenues and we have yet to receive a full accounting of our FY 02-03 revenues, let alone FY 03-04 revenues. The best we can do for now is to estimate based on the data we have. In future years, hopefully we will be able to generate more accurate estimates.

Some revenues are estimated by others for us: State Revenue Sharing, local option gas taxes, franchise fees that are collected by the State, and of course, the Property Tax. This latter revenue is estimated by the County Property Appraiser and an initial estimate is given to us in early June.

There are many local revenues that we must estimate in-house: Occupational License Taxes, alarm fees, parks fees, solid waste franchise fees, to name a few. Again, history is the best predictor and without a tract record, these will prove difficult to pin down.

Expenditures: As in our personal life, knowing what expenses that will arise in the coming year is difficult at best. Certain expenses we do know with some certainty: Debt payments, on-going contracts such as rent and copiers; but other are more difficult to estimate. Utility costs are highly variable and dependent on many factors outside of our control such as weather and usage. No history in our new offices and in our parks will make it difficult to estimate precise figures. Other expenditures depend on how aggressive we are in carrying out City programs for example. Code Enforcement, Parks & Recreation, etc., require more expenses if participation and enforcement levels increase.

Salaries are always the largest part of municipal budget. Salary-related expenses can consume up to 60% or more of a budget. This is because almost everything that we do is accomplished through employees. While employee costs can be reasonably predicted, turnover and unforeseen needs can affect this. Also it is necessary to budget for employee salary increases. These can be difficult especially in a merit system as the amount awarded is not known until evaluation time, which differs for each individual.

As always, things happen. Just as in our personal lives, unexpected expenditures arise during the year. For a \$30 million operation, these can often be significant. Laws change in the middle of the year, unexpected opportunities arise that require a local match or expenditure that was not budgeted; things break. All of these can play havoc in a budget that is too tightly structured and for us, with our many financial ties to the County, if they increase a fee or formula in the middle of a budget year, we will have to adjust.

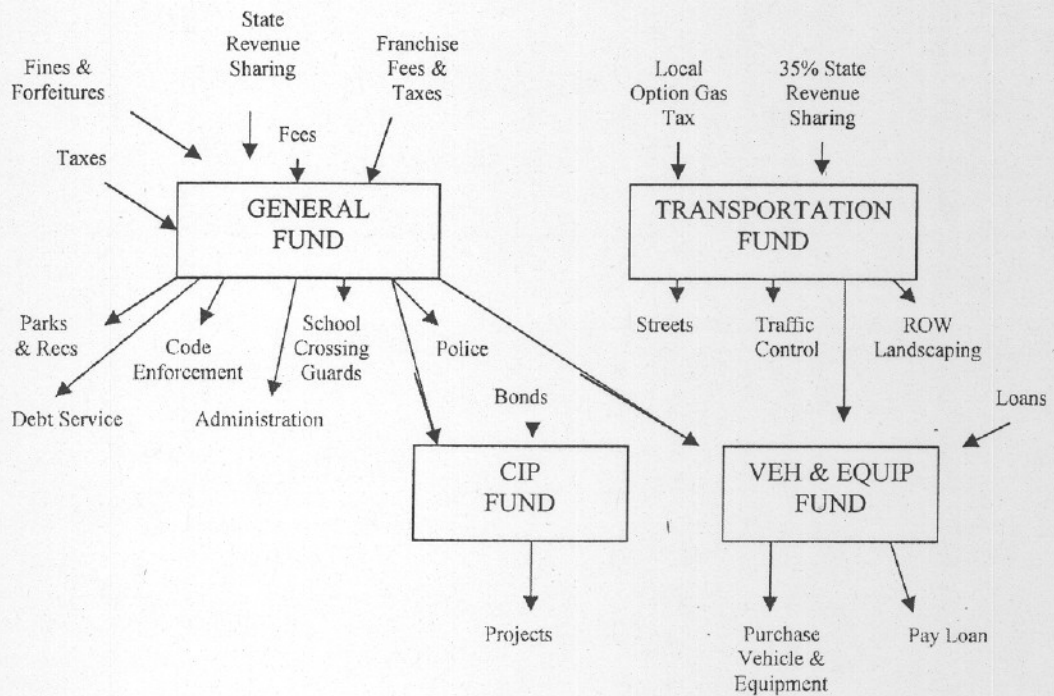
E. WORKING CAPITAL RESERVE

Working capital reserve is a term applied to monies appropriated into the City's annual budget as a tool to allow the smooth operation of the budget during the year, and to meet unexpected expenditures and opportunities without having to go through a formal, time consuming budget amendment. Each of the City's operating Funds will have a small working capital reserve line item for this purpose. If not used during the budget year, the monies automatically fall back into the City's fund balance at the end of the fiscal year.

F. FLOW OF FUNDS

Budgets are dynamic mechanisms. Each revenue and expenditure must be accounted for in a particular manner. A budget consists of a series of monies coming in and going out, determined by such factors as state and federal law, local policy, accounting standards, restrictive covenants.

Each Fund has its own unique revenues, as well as revenues that may be shared by various funds. The same is true for expenditures. Certain expenditure types are unique to specific Funds, such as transportation-related revenues to the Transportation Fund, while certain



G. BUDGET AMENDMENT

A budget amendment is a method to transfer funds between two appropriations or to bring previously unbudgeted (reserves or fund-balance) into an existing budget. A budget amendment is also an ordinance, and must follow the procedures of notice and advertising that all ordinances must follow.

If an event occurs in one of the City's Funds that was not anticipated at the time of the original budget adoption, City Council can move monies into this Fund through a budget amendment. For example, if the City decided to build a small storage building in one of its parks that would be used by Parks (General Fund) and by the Streets department (Transportation Fund), but this was not planned in the original budget, it might be necessary to move monies from the Transportation Fund to the General Fund to help pay for the building. It would take a budget amendment to do this.

H. BUDGET ADJUSTMENT

A budget adjustment is similar to a budget amendment, except it takes place within only one fund. This is considered an administrative adjustment and is approved by the city manger upon recommendation of the appropriate department director. If, for example, in the above scenario, the Parks budget had \$5000 in their budget for miscellaneous

supplies and they wanted to use these monies to purchase their half of the storage building, the city manager could authorize the moving of these monies from a "supply" line item to a "capital outlay" line item through a budget adjustment. Budget adjustments are common and can involve as little as \$1 and there are literally 100s of these in a typical year.

I. BUDGET FORMAT

Budgets are formatted for ease of use and to meet certain required statutory requirements. Because we are a new city with no history, much of the usual historical data will be absent in our budget. Also, because of the manner in which the current budget was adopted last year, much of the historical data that will be there will be meaningless as a comparative tool.

Every city must have its budget ordered by what is called a "Chart of Accounts." This numbering or identification scheme is mandated by State law, thus making comparisons between governmental entities easier. The general flow of this system is: Fund : Department : Division : Object : Line Item. For Example:

[FUND]	[DEPARTMENT]	[DIVISION]	[OBJECT]	[LINE ITEM]
General Fund	City Clerk	[No Divisions]	Fringe Benefits	FICA

A typical preliminary budget worksheet will look similar to this:

General Fund

		AMENDED FY04 Budget	PROPOSED FY 05 Budget
City Clerk			
	Personnel Services		
01-13-01-513-101-00	Executive Salaries	68,640	70,813
	Fringe Benefits		
01-13-01-513-201-00	FICA	5,251	5,462
01-13-01-513-202-00	Retirement	5,400	5,900
01-13-01-513-203-00	Life and Health Insurance	4,235	5,000
01-13-01-513-204-00	Workers' Compensation	0	0
01-13-01-513-205-00	Unemployment Compensation	0	0
	Operating Expenditures/Expen	0	0
01-13-01-513-310-00	Professional Services		2,000
01-13-01-513-370-00	Records Storage and Retention	10,000	0
01-13-01-513-400-00	Travel and Per Diem	1,000	1,200
01-13-01-513-420-00	Legal Advertising	0	4,200
01-13-01-513-470-00	Printing and Binding	0	300
01-13-01-513-510-00	Office Supplies	2,000	2,500
01-13-01-513-520-00	Operating Supplies	0	3500
01-13-01-513-540-00	Books, Publications, and Dues	0	3000
01-13-01-513-590-00	Other Operating Expenses	0	200
Total City Clerk		96,526	104,075

J. PURCHASE ORDERS

Expenditures are the grease that makes the city turn. Because we are spending public money, it is necessary to provide for a system of checks and balances to ensure that the monies are obligated and spent properly. To do this, we have established a system of Purchase Orders when we acquire any item or service. A purchase order serves several important purposes. First, it ensures an orderly and formal procedure for buying goods and services. Second, it provides a check that staff has followed purchasing guidelines when acquiring goods or services. And finally, by creating an encumbrance, it ensures that proper accounting practices are in place to ensure that the city does not obligate the same monies twice.

K. ENCUMBRANCE

An encumbrance is a mechanism to ensure that monies obligated by the city for items that are not yet received and paid for are noted in the financial records, thus precluding the monies being obligated again. For example, the City issues a purchase order for a pitching machine at one of its parks but it won't arrive for 6 weeks. The vendor accepts the Purchase Order instead of cash and the City finally pays for the item when it arrives. However, in the interim, we have committed the City to the expenditure and need to ensure that we reserve those funds and not spend them again. This process is called encumbering the funds. We do this in our check books when we write a check and deduct the check amount from our balance. Even if it takes the check several weeks to clear, we can't re-spend the money because we have already deducted it from our accounting records.

L. AD VALOREM TAX

Ad valorem means property tax. Property taxes are a major revenue source given to municipalities by the State Legislature to fund municipal operations. Property taxes are expressed in "mills." A mill is 1/10 of a penny - \$.001. Taxes are levied (charged) based each \$1,000. of "taxable" value of your home. [Example: Your house has a taxable value of \$100,000. Divide that by \$1,000 and you get 100 units or 100 "thousands." Multiply 100 by the tax rate or millage. For Miami Gardens this is 2.447 mills. Thus: $100 \times 2.447 \text{ mills} = \244 in taxes].

Unfortunately, too often people look at property taxes as a lump sum and do not appreciate that there are a number of governmental jurisdictions that levy property taxes. Below is a sample tax bill for a resident of Miami Gardens:

2003 Taxes

Today's Date: 04/02/2004 Last Update: 03/25/2004 Tax
Year: 2003

Folio Number: 30 11350160150 UNINC. DADE CO.

Owner's Name:

Property Address:

Total Value : 129575

Millage Code: 3000

Exemptions : HOMESTEAD

25000

Ad Valorem Taxes by Millage Authority:

Taxing Authority	Millage rate per \$1,000	Taxable Value	Taxes Levied
SCHOOL BOARD	8.41800	104575	880.31
SCHOOL BOARD DEBT SERVICE	.68200	104575	71.32
FLORIDA INLAND NAVIGATION DISTRICT	.03850	104575	4.03
SOUTH FLORIDA WATER MGMT DISTRICT	.59700	104575	62.43
EVERGLADES CONSTRUCTION PROJECT	.10000	104575	10.46
CHILDREN'S TRUST AUTHORITY	.50000	104575	52.29
COUNTY WIDE OPERATING	5.96900	104575	624.21
COUNTY WIDE DEBT SERVICE	.28500	104575	29.80
LIBRARY DISTRICT	.48600	104575	50.82
FIRE RESCUE OPERATING	2.58200	104575	270.01
FIRE RESCUE DEBT SERVICE	.07900	104575	8.26
UNINCORPORATED OPERATING (City of Miami Gardens)	<u>2.44700</u>	<u>104575</u>	<u>255.90</u>

It is interesting to note that the taxes paid by residents to the City of Miami Gardens for all of our services (police, parks, code, etc), are less

than those paid to the County's fire district and 1/3 of what is paid to the County for garbage collection alone.

M. ROLL BACK RATE

This is a term often heard at budget time. The roll-back rate is the tax rate that in any particular year, is necessary to bring in the same amount of revenue as in the previous tax year. If, for example, in FY 03-04, the City's tax base was worth \$1 billion and the tax rate was 1 mill, this would bring in \$1,000,000. However, each year, the value of property increases, so for all practical purposes, it won't take 1 mill to bring in the same amount of dollars in the following year. Again, for example, the Property Appraiser advises the City that for FY 04-05, the tax base is now worth \$1.25 billion. It would now only be necessary for the City to adopt a millage rate of .8 mill to bring in the same \$1,000,000. Thus .8 is the roll-back rate. If the City leaves the tax rate alone at 1 mill, we would have to advertise a 25% tax increase even though we did not raise the tax rate.

N. GAAP/GASB

All municipal governments in Florida (and most of the nation) must organize and operate in accordance with two sets of principals. The first is called Generally Accepted Accounting Principals or GAAP. These determine how all transactions are handled, recorded and generally accounted for. The second set of principals or rules are promulgated by the Governmental Accounting Standards Board (GASB). These guidelines are mandatory for Florida governments. They establish sound accounting principles and procedures and assure consistency in the treatment of municipal accounting. When we are audited by our independent auditor at the end of each year, these are the guidelines the auditor will use to establish whether we have handled and accounted for our funds correctly.

O. AUDIT

Each year, State law requires that all public jurisdictions have their financial operations reviewed by an independent auditor. This usually takes place just before and after the close of the fiscal year. The report covers the prior fiscal year and is designed to sample random operations to ensure that proper financial transactions have occurred and that the city has operated according to GAAP and GASB principles and procedures. While it is designed to test the City's compliance, it does not review every transaction throughout the year, rather only a random sample.

When the auditors have completed their work, they prepare a Comprehensive Annual Financial Report. This is usually referred to by

the abbreviation CAFR (pronounced "caffer"). This report is then sent to the State, bond rating agencies, and other interested parties to reveal the city's financial condition.

P. BONDS

A term that is often used in municipal budgeting and finance is the term "Bond." In its most simple terms, a bond is an instrument acknowledging a loan. When a city issues bonds, it is really issuing debt, or in other words, taking out a loan.

From time to time, governments, like individuals, has the need to borrow funds, especially for very expensive capital projects when it is often not possible or desirable to pay cash. Like your house mortgage or car loan, governments buys and build some very expensive projects and equipment: Water/Sewer plants, roads, storm water projects, city halls and other municipal buildings. Few City's have the cash resources to pay for these items upfront.

Additionally, since most of these projects have a life of 25 years or more, it is often a City's policy to spread the cost of these projects over the life of the projects so that all who benefit from them, those here now and those who come during the subsequent 25 years, will share in the cost. This can be done by borrowing the funds through bonds, and repaying the loan over the life of the project. Because of the tax exempt status of the interest income from municipal bonds to the purchaser, the City can borrow the monies at a significantly cheaper interest rate than a private individual or private company.

However, unlike private individuals who can borrow monies for any purpose, governments are restricted to borrowing for only capital items (construction and equipment). Governments (at least in Florida), cannot borrow funds for operating expenses (salaries, supplies, etc).

There are several ways in which government can borrow funds for capital projects. The first is to take out a bank loan. This is usually a good method for short term borrowing of a limited amount (5-10 years and less than \$10 million). Banks like municipal loans as they receive favorable tax treatment and usually count toward the bank's required community involvement quota. Bank loans are the usual mechanism used to finance equipment purchase and small capital projects.

Another method is the issuance of bonds. As stated above, a bond is a document that evidences that the City has borrowed a certain amount and agrees to repay it at a specified interest rate. In order to issue bonds, a City must do certain things. First, it must have audited financial

statements. Lenders are not likely to loan the City monies without the assurance of a sound financial structure as evidenced by audited statements. In order to help potential buyers of such bonds, City's can acquire a "bond rating" from one or more of the New York Bond Rating Agencies: Standard & Poors, Moodys or Fitch. These agencies review the City's financial condition and issue a "rating" indicating the perceived "risk" associated with the particular government. Rating systems differ but generally are divided into three categories. Each of these categories are further divided into three sub-categories; for example: C, CC, CCC; B, BB, BBB; and A, AA, AAA or C-, C, C+; B-, B, B+ and A-, A, A+. Whatever the system, each letter indicates to a potential buyer the amount of risk associated with such bonds. Bonds rated below BBB, or B+ is considered "junk" bonds and are not considered investment quality.

The IRS treats municipal bonds very favorably for the investor. For example, if an investor buys \$1 million of municipal bonds at 3% interest, all of the interest income received by the investor is free from tax income. Since investors only buy bonds rated B+ and above, this is an attractive, low risk investment.

There are several types of municipal bonds. The first is known as a General Obligation Bond (G.O. Bond). G.O. bonds pledge the full faith and credit of the City to the investor, ensuring that they will be paid back no matter what, even if it requires the government to raise taxes to repay the bonds. Because taxes are pledged toward the bonds, G.O. Bonds can only be issued after a referendum of the voters. Because of the low risk to the potential investor, these bonds usually carry the lowest interest rate. A typical G.O. may cost several hundred thousand dollars in costs to issue (rating and insurance fees, broker fees and discounts and legal fees). These fees are taken in consideration in determining the dollar amount, or sizing of the bond issue.

Another type of bond a city can issue is called a revenue bond. There are several varieties of these bonds. A city can pledge certain municipal revenue(s) as security for the bond. These revenues can be such things as fines/forfeitures, revenue sharing, local option gas tax, franchise fees, etc., or in the case of a utility (water, sewer, electric, storm water), the revenues of only that enterprise can be pledged. Since the taxing power of the City is not pledged, a revenue bond can be issued by the City Council without a referendum. These are the most common type of bonds, although the City must still go through the entire bond rating process. Since the security is not as secure as when the City pledges its taxing power, the interest on these bonds is usually a little higher than on G.O. bonds. This can be as little as 15 basis points to a full point (1% - 1 point).

Another type of bond that a City can issue is called a Certificate of Participation (COPs). COPs are similar to revenue bonds except that a physical piece of property is used as collateral. COPs are generally used for essential service buildings as this gives bond buyers some assurance that the City will not just abandon the facility. Police and Fire Stations and City Halls are often financed with COPs. If the City were to default on these bonds, the mortgage would then allow the bond holders to seize the building and use it for private purposes (offices, etc). This has never happened in the United States.

VEHICLE AND EQUIPMENT FINANCING

The budgeting of vehicle and equipment (V&E) needs has always been problematic in municipal government. This is a result of the fact that such needs are very expensive, and can vary greatly from year to year. This variance has a tremendous budgetary impact. For example, if in year one the V&E needs are \$1.25 million and the next year its \$2.5 million, this change alone would require a tax increase of .5 mill just to pay for it. Then, lets say in the third year the needs fall back to \$1.25 million again. Do we then lower taxes? What about the fourth year if needs climb to \$2.5 million? Do we now increase taxes by 1 mill? Asking a City Council to raise and lower taxes each year just for equipment is not realistic. What happens is that equipment is cut and the City suffers from outdated and often dangerous equipment.

While in my previous position, I developed a program for the purchase of new equipment that generally solves this problem by levelizing the dollar value of V&E purchases. It takes planning, but it also effectively takes V&E purchases out of the budget process once a predetermined, continuing level of funding is reached.

This program involves the establishment of a Vehicle & Equipment Internal Service Fund which, in effect, becomes the purchaser and owner of the vehicles and equipment. The Fund purchases the equipment through a five year bank loan, and pays the loan back through yearly payments from the user departments. This program offers two major benefits.

The first benefit is as described above: Once a set funding level is determined and funded, this level never changes. Equipment purchases are planned to fit this level thus never increasing the budgetary demand for funding. Using a five year time frame helps in the planning process as most major pieces of equipment have a useful life in excess of five years, thus we are able to balance replacements to fit within the pre-determined funding level.

The second advantage is particularly critical to Miami Gardens as a startup City. Because we are just gearing our operations up to provide services, we will have a fairly high demand for equipment. Also, because we are new, we do not have the corresponding budgetary capacity to meet these needs. By purchasing the vehicles & equipment over a five year period, we only have to come up with enough cash to pay for 20% of the total. The chart below illustrates the cash flow for this plan:

Budget Impact for Levelized purchases of \$600,000yr*

BUDGET	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10
FY 04-05	\$138,000	\$138,000	\$138,000	\$138,000	\$138,000	
FY 05-06		\$138,000	\$138,000	\$138,000	\$138,000	\$138,000
FY 06-07			\$138,000	\$138,000	\$138,000	\$138,000
FY 07-08				\$138,000	\$138,000	\$138,000
FY 08-09					\$138,000	\$138,000
FY 09-10						\$138,000
TOTAL BUDGETED	\$138,000	\$276,000	\$414,000	\$552,000	\$690,000	\$690,000

* Note: At 3% interest

As can be seen from the chart above, the 1st year budget impact for purchasing \$600,000 in equipment is \$138,000. The second year is \$276,000 (the 2nd payment for year one, and the 1st payment for year two) and so forth. Ultimately in year 5, the budget impact is \$690,000. Once this is reached however, the \$690,000 remains the same thereafter. Thus once reached, equipment has no more impact on the budget process as this amount will be built into the existing budget. Again, a big advantage of the plan is that it allows us to purchase needed equipment now when we need it and pay for it as we financially mature.

P. FY 04-05 TENTATIVE BUDGET SCHEDULE

Attached you will find a tentative budget schedule for the FY 04-05 budget process. Many of these dates are set by law and it is important that we adhere to the schedule. Some dates may change due to the actions of other governmental units and Council will be advised when we know.

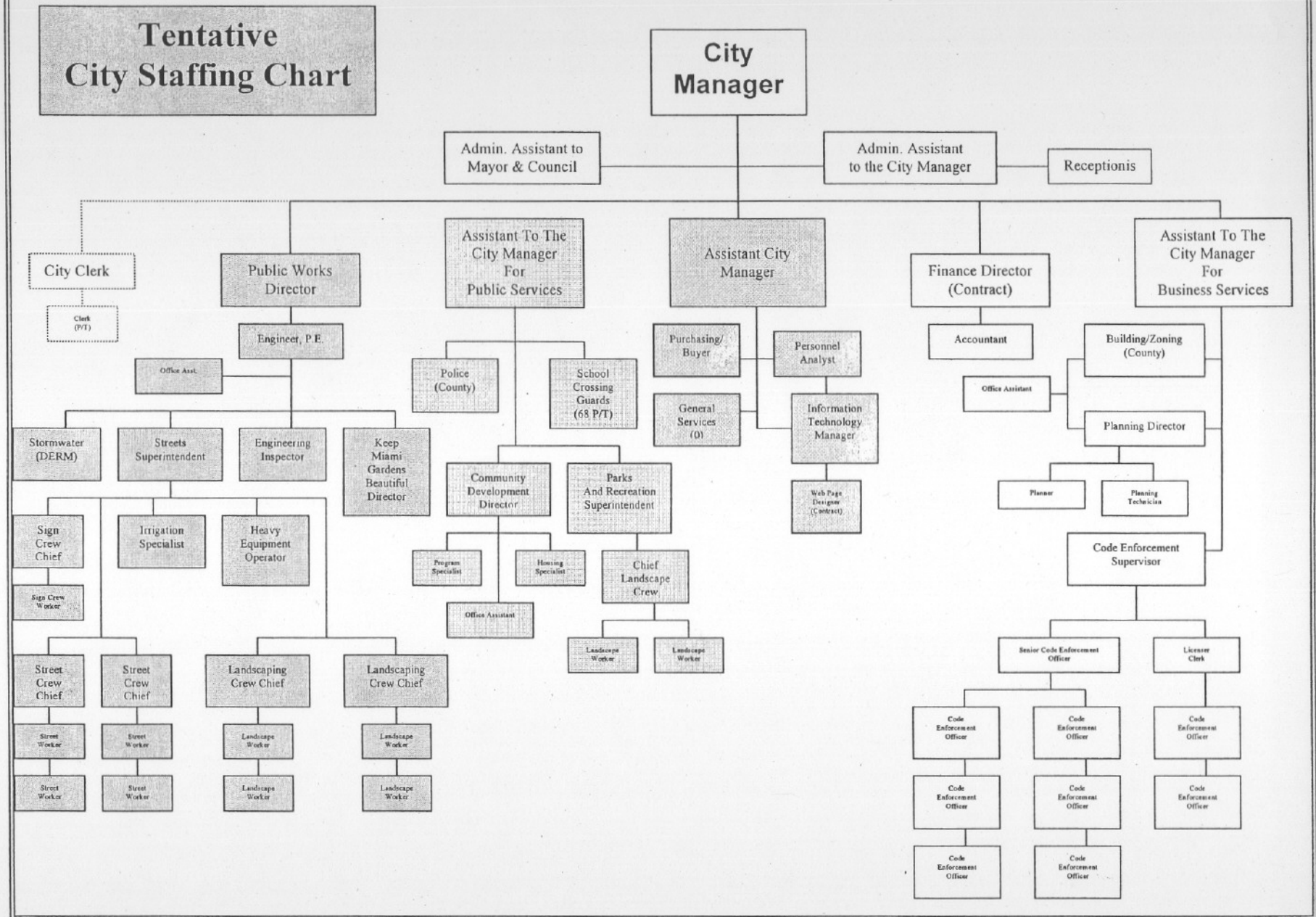
Q. CITY ORGANIZATIONAL CHART

While the FY 04-05 budget process has not yet begun in earnest, I have had an opportunity to consider where we may be come October 1st. Certainly, final programmatic decisions and resulting staffing levels will be the decision of City Council, the following preliminary organization chart illustrates my current thinking as to the City's immediate needs.

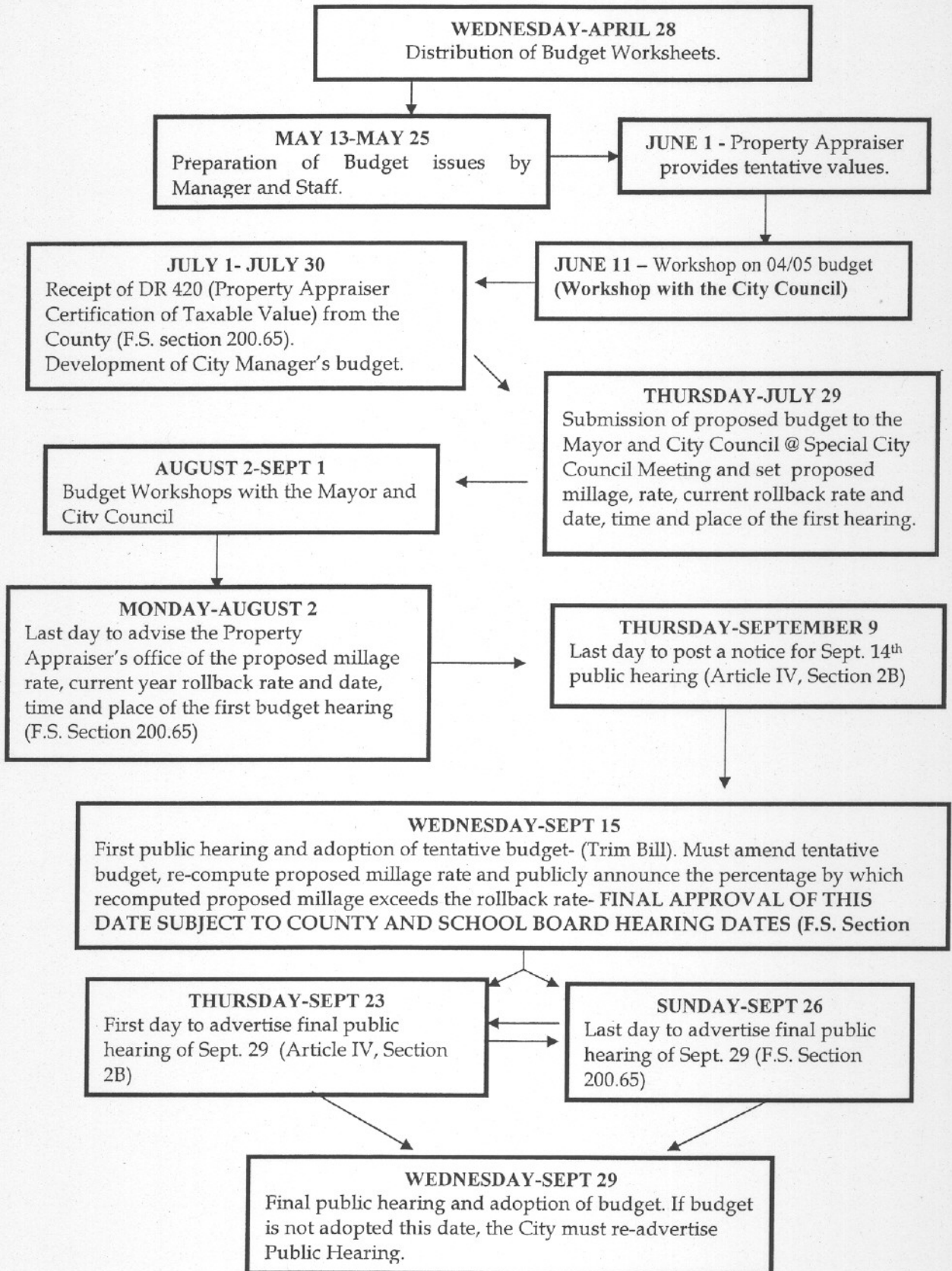
This is a rather ambitious program that may or may not be financially feasible; however, if we do not know where we want to be, we don't have much of a change to get there. As we develop the budget, I am sure this chart will change.

FY 04-05 will be crucial year in the history of Miami Gardens. This will be the first real "stand-alone" budget that we will have developed ourselves, and will set a direction for the City's future.

Tentative City Staffing Chart



TENTATIVE 2004/2005 BUDGET SCHEDULE



City of Miami Gardens

17801 NW 2nd Avenue, Suite 201
Miami Gardens, Florida 33169

Mayor Shirley Gibson
Vice Mayor Aaron Campbell
Councilman Melvin L. Bratton
Councilman Oscar Braynon II
Councilwoman Audrey King
Councilwoman Sharon Pritchett
Councilwoman Barbara Watson

MEMORANDUM

To: The Honorable Mayor and City Council Members

From: Dr. Danny O. Crew, City Manager

Date: April 14, 2004

Re: AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MIAMI GARDENS, FLORIDA, AUTHORIZING LIEN SEARCH FEES; PROVIDING A SEVERABILITY CLAUSE; PROVIDING FOR INCLUSION IN CODE; PROVIDING AN EFFECTIVE DATE.

RECOMMENDATION:

It is recommended that the City Counsel adopt the ordinance thereby establishing lien research fees.

REASONS:

The City of Miami Gardens receives requests from private companies to provide information regarding code enforcement liens. It is the City's objective to reimburse the General Fund for lien research expenses so that these costs are not passed on to the general taxpayer.

CC: Christopher D. Steers, Assistant to the City manager

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WHEREAS, the City of Miami Gardens receives requests from private companies to

the information regarding code enforcement liens, and

WHEREAS, there are costs to the taxpayer when these private companies request City

to verify these liens, and

WHEREAS, it is the City's objective to reimburse the General Fund for lien research fees, and

WHEREAS, the Office of the City Manager has recommended a fee and has provided consideration by the City Council.

NOW, THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MIAMI GARDENS, FLORIDA, AS FOLLOWS:

SECTION 1. ADOPTION OF REPRESENTATIONS: The foregoing Whereas Clauses are hereby ratified and confirmed as being true, and the same are hereby made a specific part of this Ordinance.

SECTION 2. IMPOSITION OF LIEN SEARCH FEE: The following lien research fees apply for requests made to the City:

- | | | |
|----|-----------------------------------------------------|---------|
| A. | For responses within twenty-four 24 Hours or less | \$50.00 |
| B. | For response within seven (7) calendar days or less | \$25.00 |

The requesting party shall also be responsible for all expenses incurred for complying with such request including all postage and express mail fees.

SECTION 3. SEVERABILITY: If any section, subsection, sentence, clause, phrase or portion of this Ordinance is for any reason held invalid or unconstitutional by any court of competent

1 jurisdiction, such portion shall be deemed a separate, distinct and independent provision and such
2 holding shall not affect the validity of the remaining portions of this Ordinance.

4 SECTION 4. INCLUSION IN CODE: It is the intention of the City Council of the City of
5 Miami Gardens that the provisions of this Ordinance shall become and be made a part of the
6 Code of Ordinances of the City of Miami Gardens and that the sections of this Ordinance may be
7 renumbered or relettered and the word "Ordinance" may be changed to "Chapter," "Section,"
8 "Article" or such other appropriate word.

0 SECTION 6. EFFECTIVE DATE: This ordinance shall take effect ten (10) days after adoption
1 on second reading.

3 PASSED on first reading this 14th day of April, 2004.

5 PASSED AND ADOPTED on second reading This _____ day of _____, 20____.

8 SHIRLEY GIBSON, MAYOR

9 ATTEST:

2 RONETTA TAYLOR, CMC, CITY CLERK

4 Reviewed by SONJA K. KNIGHTON, ESQ.
5 City Attorney

7 SPONSORED BY: Danny O. Crew, City Manager

9 MOVED BY: _____

0 SECONDED BY:

2 VOTE:

4 Mayor Gibson _____ (Yes) _____ (No)

5 Vice Mayor Campbell _____ (Yes) _____ (No)

6 Councilman Melvin L. Bratton _____ (Yes) _____ (No)

7 Councilman Oscar Braynon, II _____(Yes) _____(No)

8 Councilwoman Audrey J. King _____(Yes) _____(No)

0 Councilwoman Sharon Dritchett (Voc) (M)

**8B) Ordinance amending the
City's Budget for 2003/04 FY**



City of Miami Gardens

Mayor Shirley Gibson
Vice Mayor Aaron Campbell
Councilman Melvin L. Bratton
Councilman Oscar Braynon II
Councilwoman Audrey King
Councilwoman Sharon Pritchett
Councilwoman Barbara Watson

MEMORANDUM

To: The Honorable Mayor and City Council Members

From: Dr. Danny O. Crew
City Manager

Date: April 14, 2004

Re: Revised Budget

As you are aware, in October 2003, the interim city manager presented City Council with substantial revisions to the budget that Council adopted in September 2003. Her memorandum and revised projections are attached. In her memorandum, she recommended that these revised projections be adopted. I can find no evidence that this was ever done.

While we know these projections may not be as accurate as we would like, they are certainly more accurate than the original adopted budget. I have not made any changes to these numbers except to allocate them properly into their respected appropriation: General, Transportation or Police Education.

I believe that by formally adopting these estimates, we will be demonstrating good faith to the state and the City external auditor and is in the spirit of the City's Charter.

RECOMMEND: I recommend that City Council adopt the revised Budget Ordinance.



MEMORANDUM

To: The Honorable Mayor and
Members of the City Council

Date: October 22, 2003

From: Cynthia W. Curry
Interim City Manager

Subject: Budget Update/FY 02-03
and FY 03-04

On Thursday, October 16, 2003, a budget workshop was held with the City Council to further outline the budget challenges facing the City. With minor modifications made, I have attached reports that were shared at the workshop with the Council.

At the City Council meeting of October 8th, I informed the Council that the FY 03-04 budgeted revenues of \$32.1 million were projected at \$29.7 million, a reduction primarily associated with a decrease in franchise and utility taxes. On the expenditure side, the only adjustment reported at the meeting of October 8th to counter the decreased projection was freezing all reserves valued at \$1.3 million. At the workshop on Oct. 16th, I reported to the Council the balance of expenditure reductions (\$1.1 million) required to balance the budget based on the latest projections (See Attached Pages 1- 11). A summary of service impacts is attached.

Because the updated projections were received from the County several weeks after the City's budget was approved, I am urging the Council to take serious note of the fact that although the approved budget does not reflect the revenue changes, the latest budget projections must be recognized as the current financial state of the City, and expenditures must be adjusted accordingly. I also bring notice to the fact that the cash flow situation for the City also seriously impacts the degree to which personnel, programming, and goods and services can be secured by the City. If the current revenue projection prevails through the end of the first quarter (December 2003), I strongly recommend that a revised budget be adopted by the Council so there is a clear connection to what the most realistic budget scenario is for the City.

Regarding the projected deficit of \$4.3 million for services provided by Miami-Dade County to the City in FY 02-03, three proposals (See Attached Pages 12 -20) were presented at the workshop that will not only clear up the deficit, but raise the budgeted levels for services starting in FY 04-05. The table on page 21 depicts projected increases in the millage rate to support additional revenues required to support estimated expenditures.

Attachments

ORDINANCE NO. 2004_____

AN ORDINANCE OF THE CITY OF MIAMI GARDENS, FLORIDA, AMENDING ORDINANCE 2003-5; AMENDING THE CITY'S BUDGET FOR 2003-2004 FISCAL YEAR; ADOPTING REVISED BUDGET ESTIMATES; AUTHORIZING THE CITY MANAGER TO MAKE CERTAIN ADJUSTMENTS; AUTHORIZING THE CITY MANAGER TO TAKE ALL ACTIONS NECESSARY TO IMPLEMENT THE TERMS AND CONDITIONS OF THIS ORDINANCE; PROVIDING FOR DIRECTIONS TO THE CITY MANAGER; PROVIDING FOR AN EFFECTIVE DATE.

Whereas, in accordance with Section 4.5 of the City of Miami Gardens (the "City") Charter, the City Council adopted the Budget for Fiscal Year 2002-2003 (the "Budget") by Ordinance 2003-5; and

Whereas, accordance with Section 4.7 of the City of Miami Gardens (the "City") Charter, on, October 22, 2003, City Council was presented with revised revenue and expenditure numbers that materially affect the adopted budget;

Whereas, the City Council has determined that it is necessary to amend the budget to reflect these changes.

NOW THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MIAMI GARDENS, FLORIDA, AS FOLLOWS:

SECTION 1. ADOPTION OF REPRESENTATIONS: The foregoing Whereas Clauses are hereby ratified and confirmed as being true, and the same are hereby made a specific part of this Ordinance.

SECTION 2. AMENDMENT TO BUDGET:

A. The following amounts are hereby appropriated for the operation and maintenance of the City's various governmental departments for the fiscal year beginning October 1, 2003, and ending September 30, 2004:

<i>FOR GENERAL FUND ACTIVITIES (NET OF TRANSFERS OUT)</i>	\$26,225,200
<i>FOR TRANSPORTATION FUND ACTIVITIES (INCLUDING TRANSFERS IN)</i>	\$3,182,800
<i>POLICE EDUCATION FUND (INCLUDING TRANSFERS IN)</i>	<u>\$300,000</u>
TOTAL OPERATING APPROPRIATIONS	<u>\$29,708,000</u>

B. The following revenues will be available during Fiscal Year 2003-2004 to meet the foregoing appropriations:

GENERAL FUND

Revenues	Adopted FY 03-04 Budget	Budgeted Revenues for FY 03-04 as of 10/8/03
Ad Valorem (Property) Taxes Property Tax Roll, 2003 - \$2,573,100,344 UMSA Millage Rate (Proposed) – 2.447 Operating Levy Delinquent with Penalties and Interest Tax Certificate Redemption	 \$ 5,982,000 N/A N/A	 \$ 5,982,000 N/A N/A
Sub-total Ad Valorem Taxes	\$ 5,982,000	\$ 5,982,000
Franchise Fees Electric Gas Towing Refuse (Solid Waste)	 \$ 2,600,000 205,000 N/A N/A	 \$2,400,000 0 N/A N/A
Sub-total Franchise Fees	\$2,805,000	\$ 2,400,000
Utility Taxes Electric Gas Water	 \$ 4,953,000 190,000 832,000	 \$3,393,000 190,000 500,000
Sub-total Utility Taxes	\$ 5,975,000	\$ 4,083,000
Communications Services Tax Communications Services Tax	 \$ 3,250,000	 \$ 3,250,000
Sub-total Com. Services Taxes	\$ 3,250,000	\$ 3,250,000
Occupational License Taxes County Occupational License Tax Unincorporated/City Occ. Lic. Tax	 \$34,000 240,000	 \$ 34,000 240,000
Sub-total Occupational License Taxes	\$ 274,000	\$ 274,000

Other Licenses Fees and Permits	
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Other Licenses, Fees and Permits	\$ 165,000	\$ 165,000
Sub-total Other Lic., Fees & Permits	\$165,000	\$ 165,000
Building Permit Fees Bldg Permits and Processing Fees	<u>\$ 552,000</u>	<u>\$ 552,000</u>
Sub-total Building Permit Fees	\$ 552,000	\$ 552,000
Intergovernmental Revenues		
Alcoholic Beverage Licenses	\$ 36,000	\$36,000
State Revenue Sharing	3,289,000	3,289,000
Local Gov. Half-cent Sales Tax	5,905,000	5,905,000
Motor Fuel Tax Refunds	<u>35,000</u>	<u>35,000</u>
Sub-total Intergovernmental Revenues	\$ 9,265,000	\$9,265,000
Charges for Services		
Photocopy Fees	\$ 1,000	\$ 1,000
Parks Fees	<u>173,000</u>	<u>0</u>
Sub-total Charges for Services	\$ 174,000	\$ 1,000
Fines and Forfeitures		
County Court Fines (Include Traffic Ticket Second Dollar)	\$630,000	\$662,000
Violations-Local Ordinance	<u>432,000</u>	<u>432,000</u>
Sub-total Fines and Forfeitures	\$ 1,062,000	\$ 1,094,000
Other Revenues		
Off-Duty Revenues	\$ 200,000	\$ 200,000
Bus Bench Permit Fees	41,000	41,000
Interest Earnings	<u>369,000</u>	<u>369,000</u>
Sub-total Other Revenues	\$ 610,000	\$ 610,000
Total Revenues	\$32,146,000	\$26,525,200

TRANSPORTATION FUND

Intergovernmental Revenues, Transfers In State Revenue Sharing Local Option Gas Taxes	1,150,800	1,150,800
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Local Option Gas Tax (6%)	\$ 1,450,000	\$1,450,000
New Local Option Gas Tax (3%)	<u>582,000</u>	<u>582,000</u>
Sub-total Local Option Gas Taxes	\$ 3,182,800	\$ 3,182,800

POLICE EDUCATION FUND

Transfers		
Transfer from General Fund	<u>\$300,000</u>	<u>\$300,000</u>
Sub-total Local Option Gas Taxes	\$ 300,000	\$ 300,000

TOTAL OPERATING REVENUES **\$29,708,000**

C. The following attachment is incorporated in this budget ordinance and is hereby approved as part of the Fiscal Year 2004 Budget: *Attachment #1 Projected Revenues and Expenditures, 10/16/03.*

D. Any adjustment within a single fund may be approved by the City Manager, including apportioning budgets within funds to line items in the Chart of Accounts for the City. Any funds not utilized in the Fiscal Year 2003-2004 budget may be collapsed at the City Manager's approval. This will ensure an accurate chart of accounts as necessary.

SECTION 3. INSTRUCTIONS TO THE CITY MANAGER: The city manager to take all actions necessary to implement the terms and conditions of this ordinance.

SECTION 4. EFFECTIVE DATE: This ordinance shall take effect upon adoption on second reading and shall be retroactive to October 1, 2003.

PASSED on first reading this 14th day of April, 2004.

PASSED AND ADOPTED on second reading This ____ day of _____, 20____.

SHIRLEY GIBSON, MAYOR

ATTEST:

RONETTA TAYLOR, CMC, CITY CLERK

Reviewed by SONJA K. KNIGHTON, ESQ.
City Attorney

SPONSORED BY: Danny O. Crew, City Manager

MOVED BY: _____

VOTE:

Mayor Gibson	____(Yes)	____(No)
Vice Mayor Campbell	____(Yes)	____(No)
Councilman Melvin L. Bratton	____(Yes)	____(No)
Councilman Oscar Braynon, II	____(Yes)	____(No)
Councilwoman Audrey J. King	____(Yes)	____(No)
Councilwoman Sharon Pritchett	____(Yes)	____(No)
Councilwoman Barbara Watson	____(Yes)	____(No)

**CITY OF MIAMI GARDENS
SUMMARY OF SERVICE IMPACTS – FY 03-04**

Service impacts adopted in FY 03-04 Budget:

Police Department: (\$21,063,080)

(Service reductions listed below to be implemented by MDPD around December 1, 2003; City Resolution indicated that due to budget constraints, effective date of service reductions October 1, 2003)

- Reduction of approximately 52 sworn and 6 non-sworn positions
- Elimination of Community Oriented Policing Program (COPP)
- Elimination of School Crossing Guard Program
- Reduction of Enhanced Enforcement Initiative (EEI)

Parks and Recreation Department: (\$2,100,000)

- Continue with FY 02-03 service levels provided by the County through December 31, 2003
- Effective January 1, 2004, services to be provided by the City of Miami Gardens through contract provider that is yet to be determined. Service levels have not been determined at this time

Code Enforcement: (\$518,110)

- Effective November 1, 2003, reduce code enforcement officers from 6 to 4; and service representatives from 4 to 2

Additional Service impacts outlined to the City Council at meeting of 10/8 and workshop of 10/16 resulting from most recent FY 03-04 budget projections:

Office of the City Council

- Eliminated support staff position, travel and other operating capital outlay costs
- Budget reduction of \$53,920

Office of the City Manager

- Realignment of roles with the assistant city manager also possessing skill set to serve as finance officer; assistant to the city manager possessing skill set to serve as human resources officer; eliminated public information officer; utilize consulting arrangement for certain services; reduction in other operating/capital outlay costs
- Budget reduction of \$2,680

Office of the City Clerk

- Elimination of support staff and other operating/capital outlay costs
- Budget reduction of \$127,200

Office of the City Attorney

- Reduction in legal/special legal services
- Budget reduction of \$85,000

General Government

- Realigned role of personnel director into the position of assistant to the city manager in the Office of the City Manager; reduced and in some cases eliminated operating expenditures to include all reserves, government and technology consultants and other operating and capital outlay costs
- Budget reduction of \$1,558,500

Finance Department

- Realigned role of finance director into that of assistant city manager; reduced operating and capital outlay expenditures
- Budget reduction of \$130,280

Police Department (No Change from Adopted Budget)

Code Enforcement

- Further reduction in staff, operating and capital outlay costs
- Budget reduction of \$176,910

Building and Planning Department

- Reduction in cost for Master Plan consultant
- Budget reduction of \$133,000

Public Works

- Conversion of all Public Works expenditures to the Transportation Fund
- Budget reduction of \$70, 510

Parks and Recreation Department

- Further budget reduction of \$100,000 from operating costs

City of Miami Gardens
Fiscal Year 2003-2004 Revenues and
Expenditures (Projected as of
(10/16/03)

Introduction

These projections of revenues and expenses are a direct result of the shortfalls outlined in the Interim City Manager's Report at the October 8, 2003 City Council meeting. These projections will be monitored and updated on a monthly basis.

Revenues

Revenues	Adopted FY 03-04 Budget	Budgeted Revenues for FY 03-04 as of 10/8/03
Ad Valorem (Property) Taxes		
Property Tax Roll, 2003 - \$2,573,100,344		
UMSA Millage Rate (Proposed) - 2.447		
Operating Levy	\$ 5,982,000	\$ 5,982,000
Delinquent with Penalties and Interest	N/A	N/A
Tax Certificate Redemption	N/A	N/A
Sub-total Ad Valorem Taxes	\$ 5,982,000	\$ 5,982,000
Franchise Fees		
Electric	\$ 2,600,000	\$2,400,000
Gas	205,000	0
Towing	N/A	N/A
Refuse (Solid Waste)	N/A	N/A
Sub-total Franchise Fees	\$2,805,000	\$ 2,400,000
Utility Taxes		
Electric	\$ 4,953,000	\$3,393,000
Gas	190,000	190,000
Water	832,000	500,000
Sub-total Utility Taxes	\$ 5,975,000	\$ 4,083,000
Communications Services Tax		
Communications Services Tax	\$ 3,250,000	\$ 3,250,000
Sub-total Com. Services Taxes	\$ 3,250,000	\$ 3,250,000
Occupational License Taxes		
County Occupational License Tax	\$34,000	\$ 34,000
Unincorporated/City		

City of Miami Gardens
Fiscal Year 2003-2004 Revenues and
Expenditures (Projected as of
(10/16/03)

Revenues	Adopted FY 03-04 Budget	Budgeted Revenues for FY 03-04 as of 10/8/03
Occ. Lic. Tax	<u>240,000</u>	<u>240,000</u>
Sub-total Occupational License Taxes	\$ 274,000	\$ 274,000
Other Licenses Fees and Permits		
Other Licenses, Fees and Permits	<u>\$ 165,000</u>	<u>\$ 165,000</u>
Sub-total Other Lic., Fees & Permits	\$165,000	\$ 165,000
Building Permit Fees		
Bldg Permits and Processing Fees	<u>\$ 552,000</u>	<u>\$ 552,000</u>
Sub-total Building Permit Fees	\$ 552,000	\$ 552,000
Intergovernmental Revenues		
Alcoholic Beverage Licenses	\$ 36,000	\$36,000
State Revenue Sharing	3,289,000	3,289,000
Local Gov. Half-cent		
Sales Tax	5,905,000	5,905,000
Motor Fuel Tax		
Refunds	<u>35,000</u>	<u>35,000</u>
Sub-total Intergovernmental Revenues	\$ 9,265,000	\$9,265,000
Charges for Services		
Photocopy Fees	\$ 1,000	\$ 1,000
Parks Fees	<u>173,000</u>	<u>0</u>
Sub-total Charges for Services	\$ 174,000	\$ 1,000
Fines and Forfeitures		
County Court Fines	\$630,000	\$662,000
(Include Traffic Ticket Second Dollar)		
Violations-Local Ordinance	<u>432,000</u>	<u>432,000</u>
Sub-total Fines and Forfeitures	\$ 1,062,000	\$ 1,094,000
Other Revenues		
Off-Duty Revenues	\$ 200,000	\$ 200,000

City of Miami Gardens
Fiscal Year 2003-2004 Revenues and
Expenditures (Projected as of
(10/16/03)

Bus Bench Permit Fees	41,000	41,000
Interest Earnings	<u>369,000</u>	<u>369,000</u>
Sub-total Other Revenues	\$ 610,000	\$ 610,000
Local Option Gas Taxes		
Local Option Gas Tax (6%)	\$ 1,450,000	\$1,450,000
New Local Option Gas Tax (3%)	<u>582,000</u>	<u>582,000</u>
Sub-total Local Option Gas Taxes	\$ 2,032,000	\$ 2,032,000
Total Revenues	\$32,146,000	\$29,708,000

Expenditures

These expenses have been reduced to bring the total expenses in line with the revenue projections.

Expenditures	Adopted FY 03-04 Budget	Projected Expenditures for FY 03-04 as of 10/16/03
General Fund		
City Council	\$ 346,520	\$ 292,600
Office of the City Manager	560,380	557,700
Office of the City Clerk	237,000	109,800
Office of the City Attorney	200,000	115,000
General Government	1,993,520	435,020
Finance Department	226,080	95,800
Police Department	21,063,080	21,063,080
Code Enforcement	518,110	341,200
Building/Zoning/Planning	717,000	584,000
Public Works Department	70,510	*0
Parks and Recreation Department	<u>2,100,000</u>	<u>2,000,000</u>
Total General Fund	\$28,032,200	\$25,594,200
Payments to other Funds		
Debt service payment on QNIP	\$631,000	\$631,000
Total Transportation Fund	*3,182,800	*3,182,800
Total Police Education Fund	<u>300,000</u>	<u>300,000</u>
FY 02-03 Fee for Services payment		
Total Other Funds	\$4,113,800	\$4,113,800
Total All Fund Expenditures	\$32,146,000	\$29,708,000
Shortfall		-0-

* Public Works expenditures are included in this amount

City of Miami Gardens
Fiscal Year 2003-2004 Revenues and
Expenditures (Projected as of
(10/16/03)

City Council

City Council Expenditures		Adopted FY 03-04 Budget	Projected Expenditures for FY 03-04 as of 10/16/03
Monthly Stipend			
Mayor (3,500 per month)		\$42,000	\$42,000
Council Seats 1-6 (1,000 per month)		<u>72,000</u>	<u>72,000</u>
Sub-total		\$114,000	\$114,000
Expenses Accounts			
Mayor (1,200 per month)		\$14,400	\$14,400
Council Seats 1-6 (1,200 per month)		<u>86,400</u>	<u>86,400</u>
Sub-total		\$100,800	\$100,800
Travel Expenses			
Travel Allowance	\$1,000 for the Mayor and the Council Members	<u>\$14,000</u>	<u>\$7,000</u>
Sub-total		\$14,000	\$7,000
Support Staff			
Exec. Assistant to the City Council		\$50,000	\$50,000
Administrative support		30,000	0
FICA	7.65% of Salary	6,120	3,800
Workers Compensation	10% of Salary	8,000	5,000
Retirement Contribution	12% of Salary	9,600	6,000
Employee Insurance Benefits	\$500/employ./month	<u>12,000</u>	<u>6,000</u>
		\$115,720	\$70,800
Capital Outlay		<u>\$2,000</u>	<u>0</u>
One Computers and Furniture		<u>\$2,000</u>	<u>\$0</u>
Total City Council Expenditures		\$346,520	\$292,600

Office of the City Manager

Office of the City Manager Expenditures	Calculation	Adopted FY 03-04 Budget	Projected Expenditures for FY 03-04 as of 10/16/03
Personnel Services			
City Manager (Salary max)		\$160,000	\$160,000
Assistant City Manager (Salary max)		115,000	110,000
Administrative Asst /Shared Services		35,000	35,000
Asst. to the City Manager (Salary max)		0	80,000
Public Information Officer		40,000	0
Grant Writer/ Comm. Develop. Consult.		45,000	30,000
FICA	7.65% of Salary	23,980	22,000
Workers Compensation	10% of Salary	39,500	38,500
Retirement Contribution	12% of Salary	47,400	46,200

*City of Miami Gardens
Fiscal Year 2003-2004 Revenues and
Expenditures (Projected as of
(10/16/03)*

Total Personnel Services		535,880	\$545,700
Operating Expenditures			
Travel and Per Diem		\$4,000	\$2,000
Car Allowance (City Manager)		6,000	6,000
Publications, Dues and Training		3,000	2,000
Repair and Maintenance –(Auto)		1,500	0
Operating Supplies - Gasoline		<u>4,000</u>	<u>0</u>
Total Operating Expenditures		\$18,500	\$10,000
Capital Outlay - Machinery and Equipment			
Three Computers and Furniture	\$2,000 per station	<u>\$ 6,000</u>	<u>\$ 2,000</u>
Total Capital Outlay		\$6,000	\$2,000
Total Office of the City Manager		\$560,380	\$557,700

** The Asst. City Manager will need to serve a dual role as the City's Finance Director. The Asst. to the City Manager would need to serve as the Personnel Director.*

Office of the City Clerk

Office of the City Clerk Expenditures	Calculation	Adopted FY 03-04 Budget	Projected Expenditures for FY 03-04 as of 10/16/03
Personnel Services			
City Clerk		\$ 70,000	\$ 70,000
Assistant City Clerk		50,000	0
Administrative Assistant		35,000	0
FICA	7.65% of Salary	11,900	5,400
Workers Compensation	10% of Salary	15,500	7,000
Retirement Contribution	12% of Salary	18,600	8,400
Employee Insurance Benefits	\$ 500/empty./month	<u>18,000</u>	<u>6,000</u>
Total Personnel Services		\$219,000	\$96,800
Operating Expenditures			
Records Retention		\$10,000	\$10,000
Travel and Per Diem		<u>2,000</u>	<u>1,000</u>
Total Operating Expenditures		\$12,000	\$11,000
Capital Outlay - Machinery and Equipment			
One Computers and furniture	\$2,000 per station	<u>\$6,000</u>	<u>\$2,000</u>
Total Capital Outlay		\$6,000	\$2,000
Total Office of the City Clerk		\$237,000	\$109,800

** The Asst. City Manager/ Asst. to the City Manager will serve as backup to Clerk as required.*

*City of Miami Gardens
Fiscal Year 2003-2004 Revenues and
Expenditures (Projected as of
(10/16/03)*

Office of the City Attorney

Office of the City Attorney Expenditures	Calculation	Adopted FY 03-04 Budget	Projected Expenditures for FY 03-04 as of 10/16/03
Operating Expenditures			
Legal Services		\$150,000	\$100,000
Special Legal Services		50,000	15,000
Total Operating Expenditures		\$200,000	\$115,000
Total City Attorney & Special Counsel		\$200,000	\$115,000

General Government

General Government Expenditures	Calculation	Adopted FY 03-04 Budget	Projected Expenditures for FY 03-04 as of 10/16/03
Personnel Services			
Personnel Director (Risk Mgr./EEO officer)		\$ 70,000	\$ 0
Administrative Assistant		35,000	\$35,000
Receptionist		30,000	30,000
FICA	7.65% of Salary	10,300	5,000
Workers Compensation	10% of Salary	13,500	6,500
Retirement Contribution	12% of Salary	16,200	7,800
Employee Insurance Benefits	\$ 500/emply./month	18,000	12,000
Total Personnel Services		\$ 193,000	\$ 96,300
Operating Expenditures			
Miscellaneous Services		\$5,000	\$2,720
Relo. Exp. for City Manager (if needed)		10,000	10,000
Executive Search for Manager		25,000	25,000
Travel and Per Diem		2,000	2,000
Telephones and cell phones		30,000	20,000
Utility Services		20,000	20,000
Rentals and Leases (office space)		145,000	145,000
Insurance		40,000	20,000
Software System Maintenance		5,000	5,000
Printing (Proclamations, Spc. Presentations)		10,000	5,000
Office Equipment Leases		5,000	5,000
Janitorial Services		17,000	17,000
Office Supplies		10,000	10,000
Publications, Dues and Training		5,000	5,000
Ads-Public-Legal notice Costs		45,000	45,000
CBO Reserve		10,520	0
Govern. Consultant (Tall. Lobbyist)		75,000	0
Information Technology Consultant		35,000	0
Contingency Reserve		1,000,000	0
Tax Equalization Reserve		300,000	0
Total Operating Expenditures		\$1,794,520	\$336,720

*City of Miami Gardens
Fiscal Year 2003-2004 Revenues and
Expenditures (Projected as of
(10/16/03)*

Capital Outlay - Machinery and Equipment			
Office Furniture	\$2,000 per station	\$6,000	\$2,000
Total Capital Outlay		\$6,000	\$2,000
Total General Government		\$1,993,520	\$435,020

* The Administrative Asst. will support the Clerk's office and the City Council's office.

Finance Department

Finance Department Expenditures	Calculation	Adopted FY 03-04 Budget	Projected Expenditures for FY 03-04 as of 10/16/03
Personnel Services			
Finance Director		\$ 75,000	\$ 0
Accountant		0	45,000
Account Clerk		45,000	0
FICA	7.65% of Salary	9,180	3,400
Workers Compensation	10% of Salary	12,000	4,500
Retirement Contribution	12% of Salary	14,400	5,400
Employee Insurance Benefits	\$ 500/emply./month	12,000	6,000
Total Personnel Services		\$167,580	\$64,300
Operating Expenditures			
Accounting and Auditing		\$50,000	\$25,000
Travel and Per Diem		2,000	2,000
Publications, Dues and Training		2,500	2,500
Total Operating Expenditures		\$54,500	\$29,500
Capital Outlay - Machinery and Equipment			
Two Computers and Furniture	\$2,000 per station	\$4,000	\$2,000
Total Capital Outlay		\$4,000	\$2,000
Total Finance Department		\$226,080	\$95,800

Police Department

Police Department Expenditures	Qty.	Adopted FY 03-04 Budget
All Expenditure figures based on the Miami-Dade Police Department Proposal for Contractual Services for Proposed Incorporation Area of City of Miami Gardens		
Police cost per recommended personnel		
Sworn Personnel Cost		
(No cost for Commander)	145	\$10,323,330
Non-sworn Personnel Cost	22	1,016,010
Total Personnel	167	\$11,339,340
Vehicle Expenses		
Vehicles (Marked & PSA)	117	\$1,262,430
Vehicles (Unmarked) (Comm. Car No Cost)	36	227,500

City of Miami Gardens
 Fiscal Year 2003-2004 Revenues and
 Expenditures (Projected as of
 (10/16/03)

Total Vehicles	153	\$1,489,930
Other Expenses		
Overtime Recommendation	136@\$4,170	\$567,120
Enhanced Enforcement		300,000
Total Other Expenses		\$867,120
Sub-total local patrol		\$13,696,390
Overhead Expenses (8.88%)		\$1,216,240
Total Localize Police Cost		\$14,912,630
Specialized Police Cost (cost assessed on a 3 yr average)		\$6,150,450
Total Police Department		\$21,063,080

Code Enforcement

Code Enforcement Expenditures	Calculation	Qty.	Adopted FY 03-04 Budget	Projected Expenditures for FY 03-04 as of 10/16/03
Personnel Services				
Code Enforcement Director			\$65,000	\$0
Administrative Assistant	35,000	1	35,000	35,000
Code Compliance Officer seat #1	40,000	1	40,000	40,000
Code Compliance Officer seat #2	40,000	1	40,000	40,000
Code Compliance Officer seat #3	40,000	1	40,000	40,000
Code Compliance Officer seat #4	40,000	1	40,000	40,000
FICA	7.65% of Salary		19,890	14,900
Workers Compensation	10% of Salary		26,000	19,500
Retirement Contribution	12% of Salary		31,200	23,400
Employee Insurance Benefits	\$500/emply./month		36,000	30,000
Total Personnel Services			\$373,090	\$282,800
Operating Expenditures				
Misc.			\$0	\$42,900
Repair and Maintenance - Vehicles			10,000	0
Uniforms			4,500	4,500
Supplies			7,500	7,500
Operating Supplies - Gasoline			18,450	0
Operating Supplies - Other			3,500	3,500
Training			5,000	0
Planning expense			5,000	0
			\$53,950	\$58,400

*City of Miami Gardens
Fiscal Year 2003-2004 Revenues and
Expenditures (Projected as of
(10/16/03)*

Capital Outlay - Machinery and Equipment		
Six Computers and Furniture	\$12,000	\$0
Radio System/Cell Phones	4,070	0
Five Vehicles	75,000	0
Total Capital Outlay	\$91,070	\$0
Total Code Enforcement Cost	\$518,110	\$341,200

Building and Planning Department

Building and Planning Department Expenditures	Calculation	Qty.	Adopted FY 03-04 Budget	Projected Expenditures for FY 03-04 as of 10/16/03
Personal Services				
Building Official	\$75,000	1	\$75,000	\$75,000
Planning Director	65,000	1	65,000	65,000
Administrative	30,000	1	35,000	35,000
Assistant/Permit Clerk				
Planner	40,000	1	40,000	40,000
Chief Building Inspector	45,000	1	45,000	45,000
Building Inspector	40,000	1	40,000	40,000
FICA	7.65% of Salary		23,000	23,000
Workers Compensation	10% of Salary		30,000	30,000
Retirement Contribution	12% of Salary		36,000	36,000
Employee Insurance Benefits	\$500/empty./month		30,000	36,000
Total Personal Services			\$419,000	\$425,000
Operating Expenditures				
Court Reporter Services			\$1,500	\$1,500
Master Plan Consultant			150,000	11,000
Travel and Per Diem			4,000	4,000
Repair and Maintenance - Vehicles	\$2,000 per vehicle	3	6,000	6,000
Repair and Maintenance			1,000	1,000
Other				
Printing and Binding			4,000	4,000
Other Current Charges			40,000	40,000
Operating Supplies - Gasoline	150,000 miles	\$.123	18,500	18,500
Operating Supplies - Other			3,000	3,000
Publications, Dues and Training			10,000	10,000
Total Operating Expenditures			\$238,000	\$99,000
Capital Outlay - Machinery and Equipment				
Six Computers	\$2,000 each		\$12,000	\$12,000
Radio System/Cell Phones			3,000	3,000
Three Vehicles	\$15,000 each		45,000	45,000
Total Capital Outlay			\$60,000	\$60,000
Total Building and Planning Department			\$717,000	\$584,000

*City of Miami Gardens
Fiscal Year 2003-2004 Revenues and
Expenditures (Projected as of
(10/16/03)*

Public Works Department

Public Works Department Expenditures	Calculation	Qty.	Adopted FY 03-04 Budget	Projected Expenditures for FY 03-04 as of 10/16/03
Personnel Services				
Public Works Consultant			\$ 65,000	\$ 65,000
Administrative Assistant			35,000	0
Foreman	45,000	1	45,000	0
Laborers	25,000	4	100,000	0
FICA	7.65% of Salary		18,740	0
Workers Compensation	10% of Salary		24,500	0
Retirement Contribution	12% of Salary		29,400	0
Employee Insurance Benefits	\$500/emp./month		42,000	0
Total Personnel Services			\$359,640	\$ 65,000
Operating Expenditures				
			\$2,000	\$0
Travel and Per Diem				
Repair and Maintenance - Vehicles			10,000	0
Repair and Maintenance Other			5,000	0
Other Current Charges			1,000	0
Operating Supplies - Gasoline			15,370	0
Operating Supplies - Other			10,000	0
Publications, Dues and Training			3,500	0
Total Operating Expenditures			\$46,870	\$0
Capital Outlay - Machinery and Equipment				
Two Computers and Furniture			\$ 4,000	\$0
Four Vehicles			60,000	0
Total Capital Outlay			\$64,000	\$0
Total Public Works Projects				\$ 405,510
Total Public Works Department			*\$470,510	*\$470,510

** Public Works expenses are charged against the Transportation Fund. All public works functions are restricted to transportation related activities that are outlined by the State.*

Parks and Recreation Department

Parks and Recreation Department Expenditures	Adopted FY 03-04 Budget	Projected Expenditures for FY 03-04 as of 10/16/03
Parks Maintenance		
Administration	\$100,000	\$300,000
Building, Equipment, Landscaping	2,000,000	1,700,000
Total Parks and Recreation Department	\$2,100,000	\$2,000,000

*City of Miami Gardens
Fiscal Year 2003-2004 Revenues and
Expenditures (Projected as of
10/16/03)*

Debt Service- Quality Neighborhood Improvement Program (QNIP)

Debt Service	Adopted FY 03-04 Budget	Projected Expenditures for FY 03-04 as of 10/16/03
Debt Service QNIP	<u>\$631,000</u>	<u>\$631,000</u>
Total Parks and Recreation Department	\$631,000	\$631,000

Transportation Fund

Transportation Fund Expenditures	Adopted FY 03-04 Budget	Projected Expenditures for FY 03-04 as of 10/16/03
Operating Expenditures		
Professional Services	\$ 75,000	\$ 75,000
Road Maintenance/Public Works	<u>500,000</u>	<u>470,510</u>
Total Operating Expenditures	<u>575,000</u>	<u>545,510</u>
Capital Outlay		
Improvements to Roads	<u>\$2,607,800</u>	<u>\$2,637,290</u>
Total Capital Outlay	<u>\$2,607,800</u>	<u>\$2,637,290</u>
Total Transportation Fund	\$ 3,182,800	\$ 3,182,800

Police Education Fund

Police Education Fund Expenditures	Adopted FY 03-04 Budget	Projected Expenditures For FY 03-04 as of 10/16/03
Operating Expenditures		
Travel and per Diem	\$ 20,000	\$ 20,000
Training Supplies	50,000	50,000
Publications, Dues and Training	<u>230,000</u>	<u>230,000</u>
Total Operating Expenditures	<u>\$ 300,000</u>	<u>\$ 300,000</u>
Total Police Education Fund	\$ 300,000	\$ 300,000